



INPUT's State & Local MarketView 2008

Virginia's Journey Toward Transparency and Assessment



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Agenda

- II. Vision for Virginia and the Journey Toward Transparency and Assessment
 - II. Lessons and Implications
 - III. Concluding Remarks
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*Vision for Virginia and the Journey Toward
Transparency and Assessment*

Council on Virginia's Future: A Public-Private Vehicle for Virginia's Long-Term Governance

Origin

- The Council was established pursuant to § 2.2-2684 of the *Code of Virginia* by the 2003 General Assembly to serve as an advisory board to the Governor and the General Assembly.
- A forum where legislative, executive branch, and community leaders come together for work that transcends election cycles, partisanship, limited organizational boundaries, and short-term thinking.

Purpose

- Provide long-term focus on high priority issues.
- Create an environment for improved policy and budget decision-making.
- Increase government accountability, operations, and performance.
- Inform citizens about performance and engage them in dialogue about Virginia's future.

Council Membership, 2008

The Honorable Timothy M. Kaine, Chairman

Governor, Commonwealth of Virginia

Mr. John O. (Dubby) Wynne, Vice Chairman

President & CEO (retired), Landmark Communications

General Assembly Members

The Honorable Ward L. Armstrong

Minority Leader, Virginia House of Delegates

The Honorable Charles J. Colgan, Sr.

President Pro Tempore & Chairman, Finance Committee
Senate of Virginia

The Honorable H. Morgan Griffith

Majority Leader, Virginia House of Delegates

The Honorable William J. Howell

Speaker of the House, Virginia House of Delegates

The Honorable Yvonne B. Miller

Member, Finance Committee, Senate of Virginia

The Honorable Thomas K. Norment, Jr.

Minority Leader, Senate of Virginia

The Honorable Lacey E. Putney

Chairman, Appropriations Committee
Virginia House of Delegates

The Honorable Richard L. Saslaw

Majority Leader, Senate of Virginia

Citizen & Business Community Members

Ms. Marjorie M. Connelly

COO & President, Business Services Group
Wachovia Securities

The Honorable William D. Euille

Mayor, City of Alexandria

Mr. W. Heywood Fralin

CEO & President, Medical Facilities of America, Inc.

Mr. James F. McGuirk, II

President, AKLM Consulting, Inc.

Dr. Edward G. Murphy

President & CEO, Carilion Health System

The Honorable Michael J. Schewel

Partner, McGuireWoods LLP

Cabinet Members

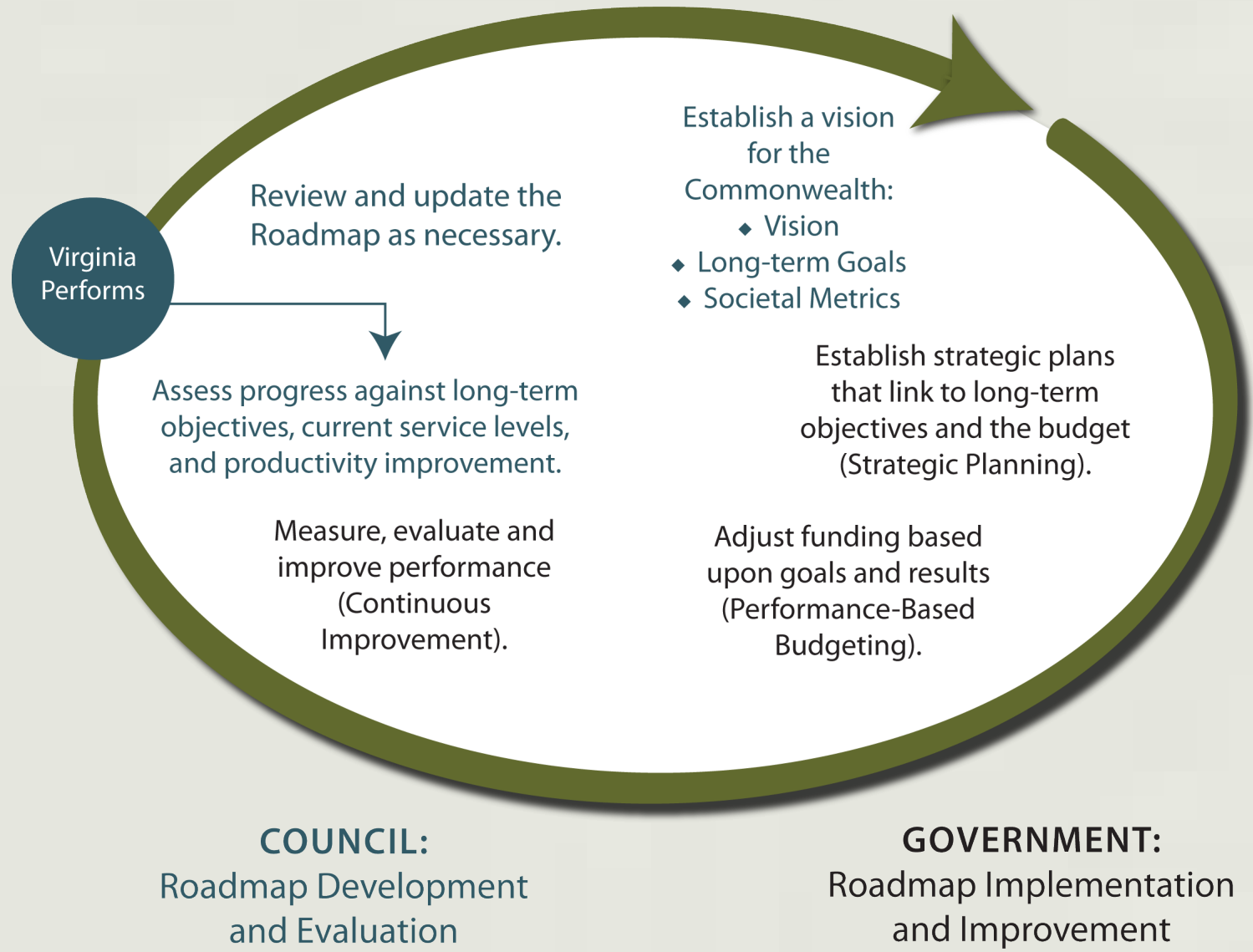
The Honorable Aneesh P. Chopra

Secretary of Technology

The Honorable Jody M. Wagner

Secretary of Finance

Roadmap for Virginia's Future

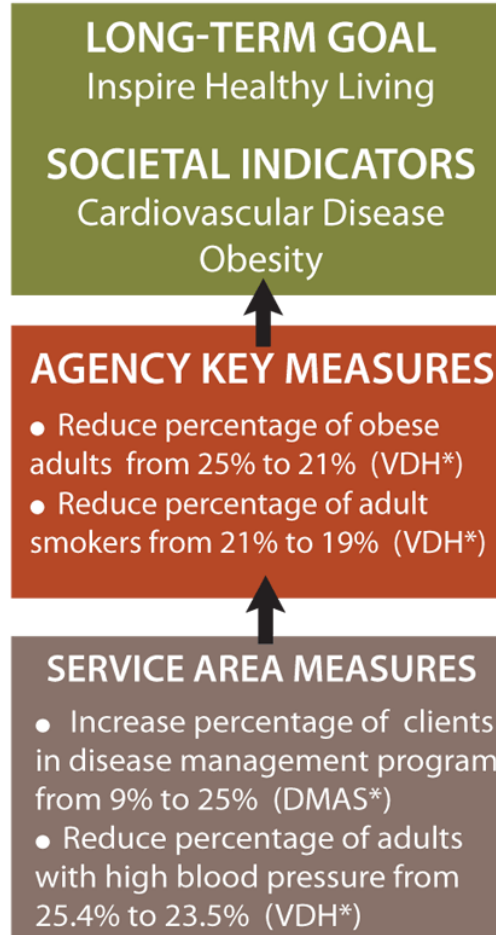


Virginia Performs Architecture

Charting a Course for Excellence



Health & Family Examples



} How is Virginia doing?

} Are we getting results on our highest priorities?

} What are the expectations for our service areas?

* The acronym VDH stands for the Virginia Department of Health; DMAS stands for the Department of Medical Assistance Services.

Virginia Performs Home Page (www.VaPerforms.Virginia.Gov)

Download a detailed demographic profile of the state.

Create local & regional maps and reports showing data on dozens of measures.

Instantly see how Virginia measures up in key areas.

View state agencies' strategic plans, objectives and measures for their programs and services.

Explore how Virginia is doing in crucial areas that affect the quality of life.

The screenshot shows the Virginia Performs website interface. At the top is a navigation bar with links to Virginia.gov, Online Services, Help, Governor, and General Assembly. A search bar is on the right. The main header features the 'Virginia Performs' logo and a 'VISION FOCUS RESULTS' sidebar. A 'Key Facts & Demographic Data' section includes links for 'Mapping: Intro', 'Map It', and 'Scorecard at a Glance'. A large image of firefighters is accompanied by a 'Public Safety is Strong in Virginia' callout. A message from Governor Tim Kaine is displayed. Below this is the 'Measuring Virginia' section, which explains the website's purpose and provides links to the 'mapping section' and 'state agency strategic plans and performance measure pages'. A 'Scorecard at a Glance' section lists 'State Agency Strategic Plans, Performance Measures & Management Scorecard'. At the bottom, a horizontal menu lists various categories: Home, About Virginia Performs, Economy, Education, Health & Family, Public Safety, Natural Resources, Transportation, and Government & Citizens. Callout boxes with arrows point to specific features: one to the search bar for downloading demographic data, one to the mapping links for creating maps, one to the 'Scorecard at a Glance' section for seeing how Virginia measures up, one to the 'State Agency Strategic Plans' link for viewing agency plans, and one to the bottom category menu for exploring crucial areas of life.

Scorecard at a Glance

Scorecard at a Glance

Virginia Performs VISION FOCUS RESULTS

Economy

Goal: Be a national leader in the preservation and enhancement of our economy.

Indicators:

Personal Income/ Wages and Salaries	↑
Poverty	↑
Unemployment	↑
Employment Growth	↑
Workforce Quality	↑
Business Climate	↑
Business Startups	↑

Education

Goal: Elevate the levels of educational preparedness and attainment of our citizens.

Indicators:

School Readiness	→
Third Grade Reading	↑
Fourth Grade Reading & Math Achievement	↑
High School Graduation	→
High School Dropout	↑
College Graduation	↑
Educational Attainment	↑
Lifelong Learning	→

Health & Family

Goal: Inspire and support Virginians toward healthy lives and strong and resilient families.

Indicators:

Family	
Adoption	↑
Foster Care	→
Child Abuse & Neglect	→
Community Health	
Teen Pregnancy	↑
Obesity	↓
Infant Mortality	→
Suicide	→
Health Insurance	→
Immunization	↑
Cancer	↑
Cardiovascular Disease	↑
Smoking	↑
Life Expectancy	↑

Public Safety

Goal: Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Indicators:

Crime	↑
Juvenile Intakes	→
Recidivism (Adult & Juvenile)	→
Traffic Fatalities	↓
Emergency Preparedness	↑

Natural, Historic & Cultural Resources

Goal: Protect, conserve and wisely develop our natural, historical and cultural resources.

Indicators:

Air Quality	↑
Water Quality	↑
Solid Waste & Recycling	→
Land Preservation	↑
Historic Resources	→

Transportation

Goal: Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

Indicators:

Traffic Congestion	↓
Infrastructure Condition	→
Land Use	→

Government & Citizens

Goal: Be recognized as the best-managed state in the nation.

Indicators:

Bond Rating	↑
Taxation	↑
Voter Registration & Turnout	→
Consumer Protection	↓
Internet Access	↑

Legend

Performance Trend

↓	Worsening
→	Maintaining
↑	Improving

Are We Making Progress?

	Improving		Maintaining	Losing Ground
Economy	Personal Income, Wages & Salaries Unemployment Business Startups	Employment Growth Business Climate Poverty Workforce Quality		
Education	Third Grade Reading Fourth Grade Reading & Math Achievement	College Graduation High School Dropout Educational Attainment	School Readiness High School Graduation Lifelong Learning	
Health & Family	Adoption Teen Pregnancy Immunization Cardiovascular Disease	Cancer Smoking Life Expectancy	Foster Care Child Abuse & Neglect Infant Mortality Suicide Health Insurance	Obesity
Public Safety	Crime Emergency Preparedness		Juvenile Intakes Adult & Juvenile Recidivism	Traffic Fatalities
Natural Resources	Air Quality Water Quality	Land Preservation	Solid Waste & Recycling Historic Resources	
Transportation			Infrastructure Condition Land Use	Traffic Congestion
Government & Citizens	Bond Rating Taxation	Internet Access	Voter Registration & Turnout	Consumer Protection

How Does Virginia Compare to Other States?

Indicator Rank vs. Other States	1-10	11-20	21-30	31-40	41-50
ECONOMY					
Personal Income	✓				
Poverty	✓				
Unemployment	✓				
Employment Growth			✓		
Workforce Quality	✓				
Business Climate	✓				
Business Startups		✓			
EDUCATION					
Fourth Grade Reading	✓				
Fourth Grade Math		✓			
High School Graduation		✓			
High School Dropout	✓				
College Graduation-Bachelor's Degree	✓				
HEALTH & FAMILY					
Teen Pregnancy		✓			
Obesity			✓		
Infant Mortality				✓	
Suicide		✓			
Health Insurance			✓		
Immunization			✓		
Cardiovascular Disease		✓			
Cancer Deaths			✓		
Smoking			✓		
PUBLIC SAFETY					
Property Crime	✓				
Violent Crime		✓			
Traffic Fatalities		✓			
Emergency Preparedness	✓				
NATURAL RESOURCES					
Historic Districts	✓				
TRANSPORTATION					
Traffic Congestion - Commute Time					✓
Infrastructure - Deficient Bridges			✓		
GOVERNMENT & CITIZENS					
Bond Rating	✓				
Taxation		✓			
Voter Turnout				✓	
Consumer Protection - ID Theft				✓	
Internet Access—Digital Government	✓				

How Are Our Regions Doing?

Indicator	Regions							
Economy	Central	Eastern	Hampton Roads	Northern	Southside	Southwest	Valley	West Central
Personal Income	●	●	●	●	●	●	●	●
Poverty	●	●	●	●	●	●	●	●
Unemployment	●	●	●	●	●	●	●	●
Employment Growth	●	●	●	●	●	●	●	●
Business Startups	●	●	●	●	●	●	●	●
Education	Central	Eastern	Hampton Roads	Northern	Southside	Southwest	Valley	West Central
High School Graduation	●	●	●	●	●	●	●	●
High School Dropout	●	●	●	●	●	●	●	●
Sr. Plans: Associate Degree	●	●	●	●	●	●	●	●
Sr. Plans: Bachelor's Degree	●	●	●	●	●	●	●	●
Health and Family	Central	Eastern	Hampton Roads	Northern	Southside	Southwest	Valley	West Central
Foster Care	●	●	●	●	●	●	●	●
Infant Mortality	●	●	●	●	●	●	●	●
Suicide	●	●	●	●	●	●	●	●
Teen Pregnancy	●	●	●	●	●	●	●	●
Cardiovascular Deaths	●	●	●	●	●	●	●	●
Public Safety	Central	Eastern	Hampton Roads	Northern	Southside	Southwest	Valley	West Central
Property Crime	●	●	●	●	●	●	●	●
Violent Crime	●	●	●	●	●	●	●	●
Juvenile Intakes	●	●	●	●	●	●	●	●
Traffic Fatalities	●	●	●	●	●	●	●	●

Trend Key:



Improving

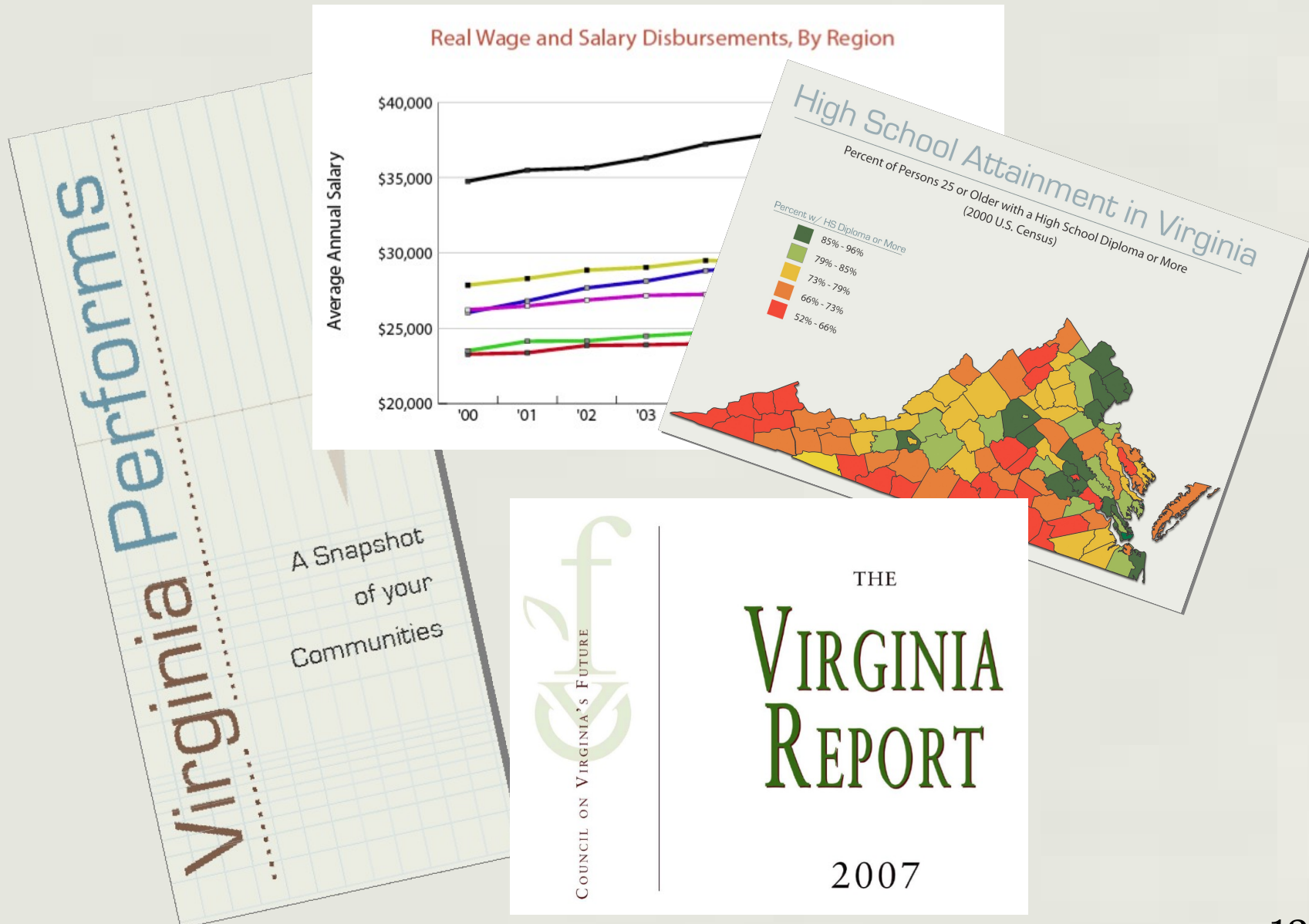


Maintaining



Worsening

A Number of Products Complement the Web-based View



Are Agency Measures Aligned with High-priority Goals?

SOCIETAL INDICATOR				AGENCY		
Indicator	Performance Trend	State Influence		Agency	Key Measure	Baseline/Target
EDUCATION						
Third Grade Reading	↑	●		Education	Third graders passing the reading SOL test	84%/95%
High School Graduation	→	●		Education	High school students exiting with a diploma	74%/80%
HEALTH AND FAMILY						
Infant Mortality	→	●		Health	Infant mortality rate (per 1,000 live births)	7.4/7.0
Immunization	↑	●		Medical Assistance Services	Medicaid two-year olds fully immunized	87%/90%
PUBLIC SAFETY						
Traffic Fatalities	↓	●		Transportation	Traffic crash-related fatalities	1,071/906
Recidivism	→	●		Juvenile Justice	Juveniles convicted of a new crime within a year of release	40%/35%
NATURAL, CULTURAL AND HISTORIC RESOURCES						
Water Quality	↑	●		Environmental Quality	Nitrogen nutrients discharged in the Chesapeake Bay watershed (millions of lbs.)	25.7/24.8
				Forestry	Harvest sites with no sediment reaching streams	93%/94%

Example of Budget Decision Alignment to Agency Key Measures

HEALTH AND FAMILY						
SOCIETAL			AGENCY			
Indicator	Performance Trend	State Influence	Agency Acronym	Key Measure	Baseline/ Target	Progress
Adoption	↑	●	DSS	Children adopted within 24 months of entering foster care	21% / 25%	↑
Foster Care	→	●	DSS	Children adopted within 24 months of entering foster care	21% / 25%	↑
			CSA	Proportion of children served at home, in school, and in the community	38.4% / 50%	↑
Child Abuse & Neglect	→	●	DSS	Children experiencing repeat child abuse or neglect within 6 months	1.85% / 1.5%	↑
			VDH	Infant mortality rate (per 1,000 live births)	7.4 / 7.0	→
Children's Initiatives <ul style="list-style-type: none"> • Increase maintenance payments to foster homes and funding for adoption subsidies. • Provide incentives for community-based care through the Comprehensive Services Act (CSA). • Improve outcome data on children served by the CSA. • Enhance child welfare worker training. • Increase outpatient mental health services for children. 						

Other Regional and Special Views

- Virginia Performs is serving as a model for regional and other views:
 - Cities in Southern and Eastern Virginia
 - Southwest Virginia
 - Rural Virginia
- The goal is to facilitate assessment and collaboration to improve outcomes that enhance the quality of life:
 - Provide transparency and an opportunity for citizens to see how their region is doing in a variety of areas; and
 - Transcend organizational boundaries and help focus attention on high-priority issues.
- Requires collaboration between state government and regional leaders for transforming data into knowledge on issues of importance to citizens.

Hampton Roads Performs: *Draft Home Page*

[Virginia.gov](#)
[Online Services](#) | [Help](#) | [Governor](#) | [General Assembly](#)

[Virginia Performs](#) | [VISION](#) | [FOCUS](#) | [RESULTS](#)

[Virginia Performs Home](#) | [About Virginia Performs](#)

Measuring the quality of life in Hampton Roads, Virginia

Hampton Roads★Performs

[Home](#) | [About Hampton Roads Performs](#) | [Contact Us](#)
[Regional Profiles](#) | [Hampton Roads Scorecard](#) | [Choose a Locality](#)

Economy

Education

Health & Family

Public Safety

Natural Resources

Transportation

Government & Citizens

Economy Summary

- ★ Personal Income
- ★ Poverty
- ★ Unemployment
- ★ Employment Growth
- ★ Workforce Quality
- ★ Business Startups
- ★ Ports / Maritime
- ★ Modeling and Simulation
- ★ Net Migration
- ★ Technological Research

What is Hampton Roads?

- The largest concentration of the military in the nation
- 26 miles of Atlantic ocean beaches
- Population nearing 1.6 million
- Home to over 70,00 college and university students
- [And more ...](#)

A Vision for Hampton Roads

Hampton Roads is a region of choice for people to live, work, and visit. The region is unified by a common desire to improve its quality of life through greater economic opportunities and an outstanding environment.

By tracking the area's progress, Hampton Roads Performs gives you insight into those aspects of life that can improve the area's standing and competitive position. Explore these pages to learn more about how Hampton Roads is doing. Or visit Virginia Performs to see how all of Virginia measures up.

Check out the Hampton Roads Scorecard.

Measuring Up in Hampton Roads

Getting Down to the ABC's

In order to fully benefit from instruction, children must come to kindergarten with many basic skills already established. In Fall 2006, more than 14% of kindergarten students in Hampton Roads were identified as needing extra help with literacy fundamentals. A working group is now exploring what data is available to track and make progress in those areas that help children, families, and communities "get ready" for school.

Capturing Value Portside

Growth in the port of Hampton Roads has established it as a hub of regional economic activity, which generates many jobs. But Hampton Roads is still largely a "through port," where goods pass through unaltered en route to a final destination. More can be done to encourage development of businesses that add value to many goods before they leave Hampton Roads.

Spotlight on ...

Shipbuilding shows positive trend

Some recent important info
Here's a brief description of the trend or program being highlighted with more information and a link.

Topic area: Shipbuilding and Repair

Performance: Improving

National ranking: Virginia builds more ships than any other coastal state.

Lessons and Implications



Virginia Received a Top Score (A-) in the “Grading the States 2008” Report

The Government Performance Project’s Assessment included an ‘A’ for Information

“Virginia is reaping the management and budgeting results of a comprehensive information gathering process. ...results are discussed in the contexts of current performance levels, historic performance levels and facts that affect Commonwealth-wide performance – and all are linked to measures and agency programmatic and management performance.”

- To date, the focus has been on supporting practitioners in implementing best management practices and results-based decision-making. A focus on outcomes and measurable results, backed by objective and credible information, is leading to new ways of looking at programmatic and budget decision-making.
- Technology’s role in the Virginia Performs initiative has been primarily in promoting transparency and public accountability.

Cultural Barriers to Generating Good Information can be as Important as Technology Limitations

- A focus on outcomes (i.e., results for citizens) – as opposed to outputs such as number of Medicaid applications processed – was a new and sometimes difficult concept for some agency leaders.
 - Given the scope and complexity of most societal issues and their own limited resources and mandate, many agency leaders felt that they should not be held accountable for measurable improvement in societal indicators such as obesity, recidivism, and high school graduation rates.
 - However, it is exactly because of a scarcity of resources and complexity that a focus on outcomes and results is so important; it stimulates root cause analysis, innovation, and collaboration.
- With resources diminishing relative to need, agency leaders will need to accelerate the change process and learn how to follow the private sector to become more customer- and results-driven. They will need better information capabilities and management tools if they are to meet growing demands for both better services and higher productivity.

Virginia is Committed to Providing Better Information for Decision-making and Accountability

- Leaders, policy-makers, and concerned citizens are demanding better 'business intelligence' for assessment and policy-making:
 - Improved management of enterprise resources:
 - HR, vendors & supply chains, capital assets, energy, IT and communications, customer service, and information.
 - Enhanced assessment of major government investments.
 - Faster and better citizen access (usually web-based) to information and services.
 - Issues like 'REAL ID' and the drive for better health records management and sharing will also spur innovation.
- While the technology exists to provide solutions to these issues, governments will continue to be resource constrained and challenged by important security and privacy issues:
 - For example, privacy concerns currently limit analysts' ability to track the performance of individual students over time, making assessment of large government investments in education programs more difficult.

Concluding Remarks

Concluding Remarks

- Three principles drive Virginia's approach to performance leadership:
 - Put results first: Tie public investment decisions to meaningful societal goals and evaluate them through a focus on outcomes.
 - Openly assess progress: Emphasize transparency in operations and promote accountability.
 - Encourage positive change: Provide the right tools and incentives to promote innovation, collaboration, and productivity improvement.
- Virginia is in the midst of a long-term process of strengthening its information technology and data management capabilities in order to put these principles into practice.
 - Balancing investment priorities among agency-driven customer service applications, core business systems, and enterprise-wide business intelligence capabilities will remain a challenge.

Sites of Interest

Virginia Performs:

www.VaPerforms.virginia.gov

Council on Virginia's Future:

www.future.virginia.gov

Productivity Investment Fund:

www.pif.virginia.gov

For more information:

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